

## Message Text

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E.O. 11652: N/A

SUBJECT: LIST OF POSSIBLE SUBJECTS FOR THE MISSION DIRECTORS  
CONFERENCE

REF: STATE 074571

1. REF CABLE SOLICITS IDEAS AND SUGGESTIONS FOR AGENDA UPCOMING MISSION DIRECTORS CONFERENCE AND SUGGESTS THEME OF CONFERENCE BE PROGRAM MANAGEMENT. ALTHOUGH CONVINCED THAT PROGRAM MANAGEMENT IS INDEED TOPIC WORTHY OF DELIBERATION BY MISSION DIRECTORS AND PRINCIPAL AID FIELD OFFICERS, CONCERNED THAT CONFERENCE CENTERED THIS TOPIC COULD BE REPEAT OF PAST AFRICAN MISSION DIRECTORS CONFERENCES WHEREBY MANY TOPICS DISCUSSED, DIVERGENT VIEWS VENTILATED, BALM APPLIED ON WOUNDED EGOS, BUT FEW SUBSTANTIVE RECOMMENDATIONS MADE WHICH HAD LASTING EFFECTS.

2. WONDER IF THIS CONFERENCE COULD NOT ATTEMPT DIFFERENT APPROACH. AS REFTEL INDICATES, SINCE LAST CONFERENCE MANY "SIGNIFICANT CHANGES HAVE TAKEN PLACE BOTH IN FIELD AND IN AID WASHINGTON." ONE OF MOST SIGNIFICANT CHANGES IS BOTH PAST AND PRESENT ADMINISTRATION'S DETERMINATION BRING ABOUT NEW POLICY TOWARD AFRICA. THESE CHANGES STILL EVOLVING IN DYNAMIC FASHION BUT EVIDENT THAT NEW DIRECTIONS PRESAGE INCREASED FOREIGN ASSISTANCE FOR AFRICAN CONTINENT. WITNESS FACT FY 78 AFRICA BUREAU PROPOSED PROGRAM IS DOUBLE THAT PREVIOUS FISCAL YEAR. PROBABLY SAFE TO ASSUME THAT OVER FIVE YEARS PROGRAM COULD AGAIN DOUBLE OR EVEN TRIPLE. THUS APPEARS TIME  
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PROFITIOUS START ENGAGING IN LONG-TERM PLANNING AND DETERMINE RAMIFICATIONS INCREASED PROGRAM IN CONDUCT OF FOREIGN AFFAIRS, AND MORE SPECIFICALLY, LEVELS, MIX AND NATURE OF PROGRAM, MANAGEMENT STYLE, AND PERSONNEL REQUIREMENTS, BOTH IN FIELD AND AID WASHINGTON. SUGGEST THEME OF CONFERENCE COULD WELL BE AID TO AFRICA OVER NEXT 5 YEARS.

3. DURING SESSION'S FIRST DAY, TIME WOULD BE SPENT COMING TO GRIPS WITH PARAMETERS OF FIVE-YEAR PROGRAM. IN THIS CONNECTION GROUP COULD MAKE RECOMMENDATIONS (1) TO SEEK UNDERSTAND NEW DIRECTIONS UNDER PRESENT ADMINISTRATION, (2) FOR POLICY DIRECTIONS, (3) RECOMMEND 5 YEAR PROGRAM LEVELS, ALL AS BACKDROP TO DETERMINE NATURE AND MIX OF PROGRAM WHICH WOULD BE EXPLORED IN-DEPTH SECOND DAY OF CONFERENCE.

4. DAY 2 DISCUSSIONS WOULD CENTER AROUND THE CONGRESSIONAL MANDATE AND MORE SPECIFICALLY HOW IT APPLIES OR DOES NOT APPLY TO DEVELOPMENT IN AFRICA. FOR EXAMPLE, HOW CAN THE MANDATE BE TRULY EFFECTIVE IN AFRICAN DEVELOPMENT IF WE DO NOT ENGAGE IN TRANSPORTATION AND OTHER INFRASTRUCTURE PROJECTS. WHAT KIND OF FLEXIBILITIES DO WE NEED. WHICH PROGRAMS WOULD HAVE THE MOST IMPACT IN UPLIFTING LIVES OF URBAN AND RURAL POOR. WHAT IS NATURE AND MIX OF PROGRAM WHICH PRINCIPAL FIELD OFFICERS WOULD PROPOSE?

5. ON THE THIRD DAY AN ASSESSMENT COULD BE MADE OF THE PRESENT DOCUMENTATION, POSSIBLE NEEDED CHANGES, PROBLEMS WITH THE APPROVAL PROCESS, AND THE REALITY OF TYING ALL OF THIS TO THE CONGRESSIONAL PRESENTATION. CONFERENCE SHOULD ALSO TAKE A HARD LOOK AT DAP PROCESS AND OFFER RECOMMENDATIONS.

6. ON THE FOURTH DAY ANALYSIS COULD BE ATTEMPTED TO DETERMINE RESOURCES NEEDED TO CARRY OUT THE PROGRAM. WE NEED TO TAKE A BETTER LOOK AT RECRUITING AND ASSIGNMENT OF PERSONNEL, PARTICULARLY IN THE FIELD. WE MAY HAVE TO CONSIDER OFFERING INDUCEMENTS TO SERVE IN DIFFICULT POSTS. MISSION ORGANIZATIONS SHOULD BE CAREFULLY STUDIED TO DETERMINE IF PRESENT CONFIGURATION, FIELD SKILLS, ETC. LIMITED OFFICIAL USE

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ARE EQUAL TO GETTING THE JOB DONE. WASHINGTON BACKSTOPPING APPEARS TO BE EVERY FIELD MISSION'S BETE NOIR, NOTWITHSTANDING SOMEWHAT HEALTHY CONTRETEMPS THAT MUST EXIST BETWEEN FIELD AND AID WASHINGTON. VERY POSSIBLE THAT BUREAU TOO COULD STAND ASSESSMENT DETERMINE WHETHER IT SHOULD BE REORGANIZED. ALSO, ON FOURTH DAY SMALL COMMITTEE SHOULD BE APPOINTED TO DRAFT RECOMMENDATIONS OF CONFERENCE TO ASSISTANT ADMINISTRATOR AFRICAN BUREAU.

7. BELIEVE IF FORTHGOING AGENDA COULD BE FLESHED OUT, MORE MEANINGFUL CONFERENCE COULD RESULT.  
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